



ACQUISITION CAREER MANAGEMENT

A Challenge with an Opportunity

The Acquisition Workforce of the Future

Presentation To

Business Managers' Conference
Fort Belvoir, MD

Keith Charles
Director, Acquisition
Career Management
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Task Force Report: <http://www.acq.osd.mil/yourfuture>



HUMAN CAPITAL CHALLENGES

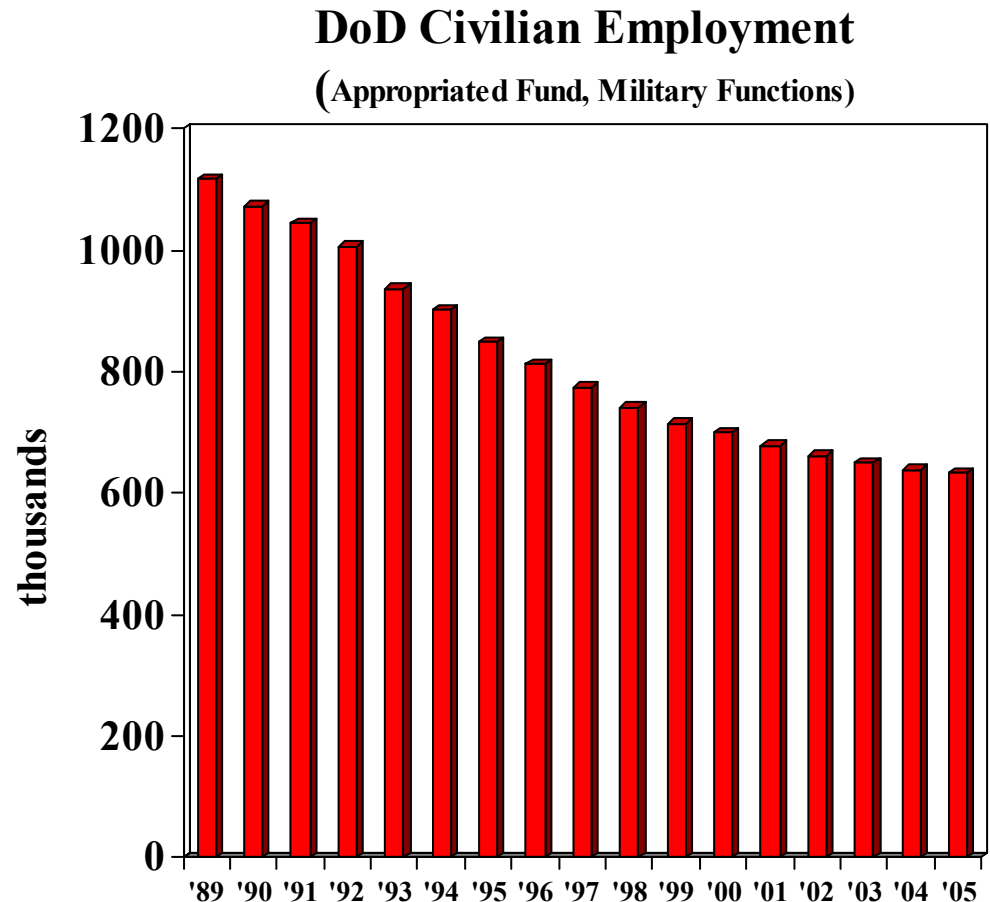
A Challenge with an Opportunity

- **Loss of 50% of workforce in five years**
- **Keen competition for talent and DoD dollars**
- **Little workforce planning and market analysis**
- **Lack of recruitment and recruitment message**



Steadily Declining Size

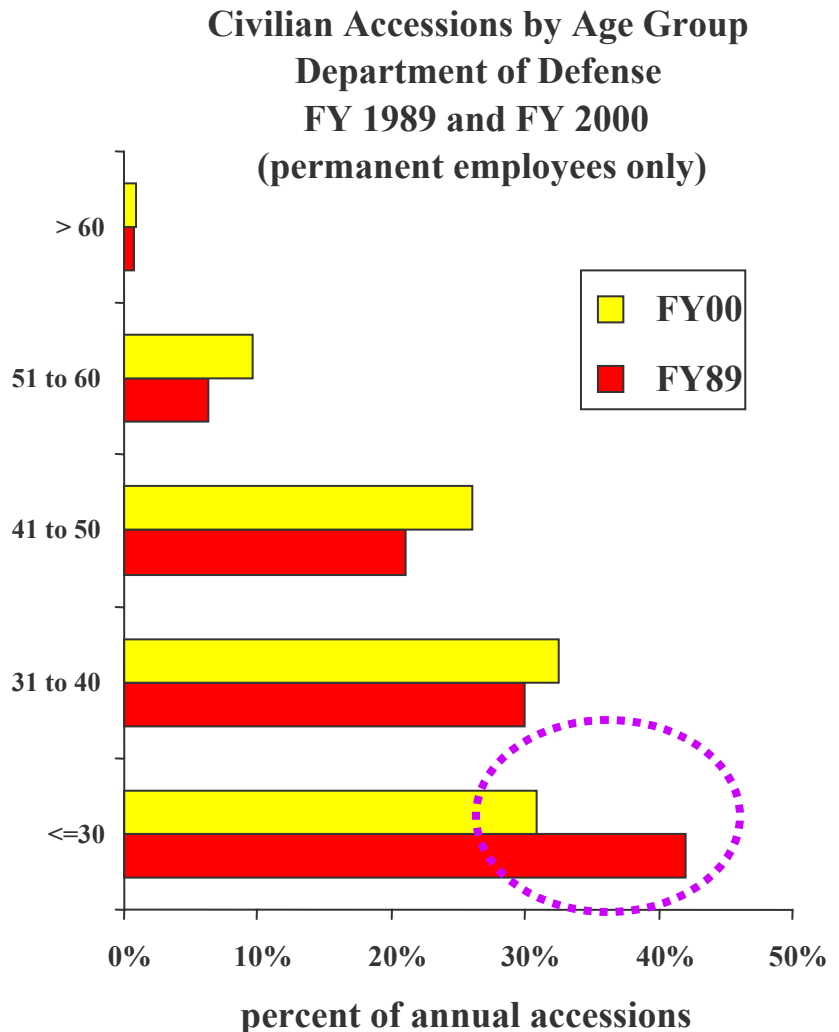
- Number of civilians, US and foreign, employed by DoD (military functions) down by 38% since 1989
- Further decrease of some 65,000 by 2005 under current budget
- Actual decrease greater if fail to meet employment goals (underexecution)
- Bush budget for FY 2002 may change targets





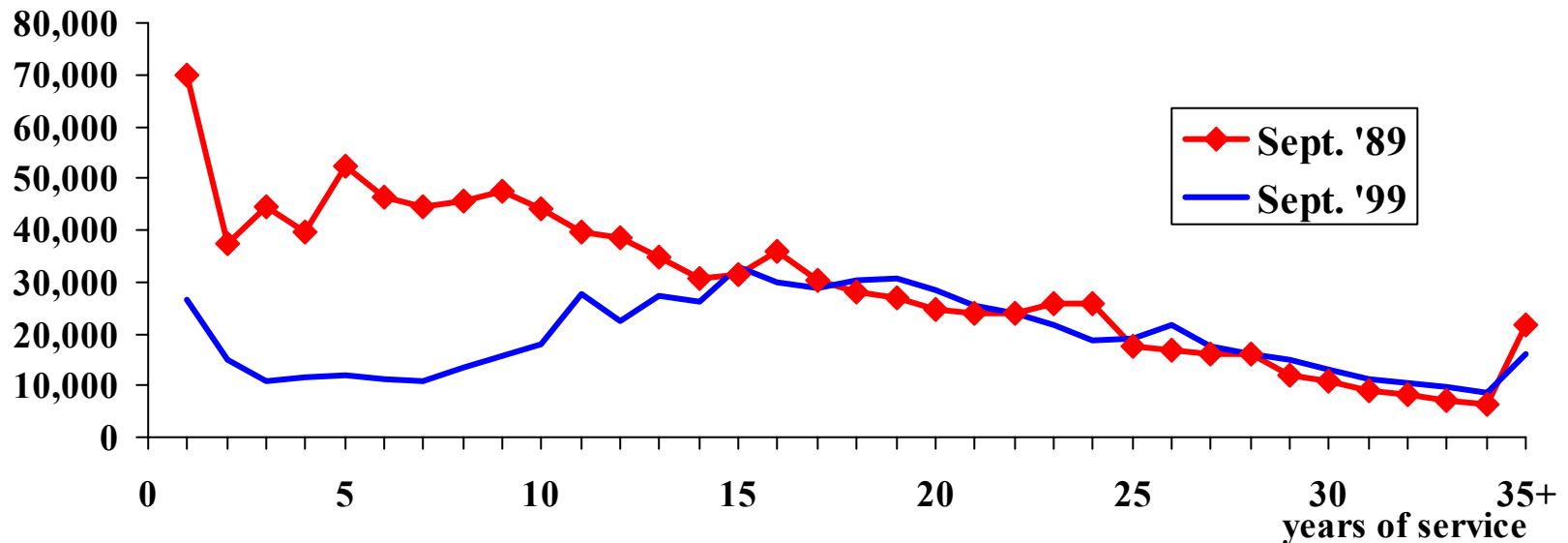
Hiring Fewer Young Employees

- Exacerbates aging of total workforce
- 11% drop in share of hires under 31 since FY 1989
- Combining shift in distribution with 61% reduction in size of accession cohort, number of annual hires under 31 down by almost three-quarters since FY 1989





Distribution Of DoD Civilians by Years of Service, Sep 89 and Sep 99



Shift in length of service distribution of civilian employment

- Increase in median years of service (YOS) from 11 to 17 since start of drawdown for US appropriated fund employees
- Sixty-nine percent drop in civilians with under 5 YOS and 67 percent drop in 5 to 10 YOS; only 4 percent drop in 11 to 30 YOS
- Older workers' mobility constrained by defined benefit retirement plan



Acquisition 2005 Task Force

Major Themes

- **Strategic Planning**
- **Recruiting/Hiring**
- **Career Development**
- **Workforce Management**
- **Quality of Life**



Ongoing Efforts

- **HR Strategic Planning**
- **HR Functional Manager's Handbook**
- **Expanded Recruiting and Marketing**
- **Two-way Government / Industry Exchange**
- **Title 808 Impact**
- **New Functional Advisor / FIPT Process**
- **PM Career Track Changes**
- **Acquisition Demonstration Project**



The Key -- Human Resources Strategic Planning

- **Needs Identification and Competency Assessments**
- **Workforce Supply and Demand Analysis**
- **Investment Analysis**
- **Recruiting, Hiring, and Career Development**
- **Retention and Succession Planning**



Recruiting/Hiring

- **Market DoD's Mission and Challenging Opportunities**
- **Maximize Use of Existing Hiring and Pay Setting Authorities**
 - **Delegated Examining Authority: a Key to Streamlined Hiring**
- **Maximize Use of Student Educational Employment Program**
- **Expand Private and Public Sector Recruiting Efforts**



Government/Industry Exchange

DoD currently has authority for Government to Industry Exchange Programs, but needs new authority for Industry to Government movement -

- **Proposed Legislation is in ULB process for submission this year**
- **Hosted a Forum with Private Industry on March 8 attended by 19 senior representatives from a spectrum of industries**
- **Phased implementation with expansion of EWI/TWI type efforts first is likely -- needs publicity and resources**
- **Evaluating comparable programs in other Departments - DOE program offers opportunity to jump start DoD's efforts**



Acquisition Demonstration Project Objectives

- ◆ **Gain Greater Managerial Control/Authority over Personnel Processes**
- ◆ **Link Pay to Employee Contributions**
- ◆ **Achieve Flexible/Responsive Personnel System**
- ◆ **Attract, Motivate, and Retain a High-Quality Acquisition Workforce**



Appraisal Process

- ◆ **Set Pay**
- ◆ **Seamless Movement**

**Pay Setting Sends
a Clear Message –
if Supervisors Do Their Job**

AcqDemo Uniqueness

- **Across Acq Community**
- **All Services/Agency**
- **Numerous Career Fields**
- **Geographically Dispersed**



What It Means for the Employee

- **Increased need for broader business knowledge**
- **Multifunctional experience - an asset**
- **More responsibility... earlier**
- **More and more varied opportunities**
- **Unprecedented advancement for those who are prepared.**

Office of Acquisition Career Management



Discussion?